

**New Models
Leadership in Languages
Change - Team Work**



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Leadership Creativity Team work and Change

- Power shift from management to development
- Continual learning enhances efficacy of orgs, groups and individuals
- Responsiveness and generativity come from mobility, double and triple loop learning




GROW

Goal(s): for this morning?
Reality Check: how likely I will succeed?
Options: 3 different ways to succeed
Will: commit to one way or mix of ways

- The 'vacuum' age of information transfer & service delivery
- Education is Australia's 3rd largest export
- Is it possible to change habits?

**Paradoxical processes:
competition and
cooperation
the new mood**



What is change?

Virtual teams engaged creatively in our current vacuum age (of information transfer) with significant challenges

Creative destruction, discontinuous change and reinventing selves

Lessons for Organisational Leaders

Our most competitive organisations must work deliberately to achieve profound culture change



- Aim for cultures of flexibility – mobility, speed, creativity
- Knowledge workers cannot be supervised and managed
- Fluid and permeable boundaries
- Mutuality, sharing expertise increases commitment and opportunities
- Become change agents, improve capacity of the whole

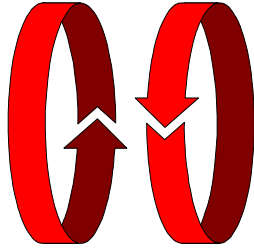
Co-invest with our employees in continuous learning

Transferable learning

- ↑ Creativity
- ↓ Resistance to change

New relationship of mutual
risk/mutual investment

concept of intrinsic
learning for global market



Change
activity



Debrief: What is change?

1. What was your own theory on change?
 - Permanent or reversible
 - Identifiable or hidden
2. Has changed occurred if it is changed back?
3. Change can be: -led or demanded by another person; promoted or prevented
4. If change is interpreted as not meaningful to the participant, they may change back (consider your experience in the activity).
5. Change fatigue occurs if it occurs too much or too often.
6. What is one important question about change?

Session 2: New Skills and Tools

Construct a *sense of community* where employees *build strong networks*, team attachment and performance and learning transfer

Golden handcuffs supplemented by work-life quality & job satisfaction, 'the new anthropology' – community building

Sharing responsibility (leaders and workers) and accountability on real problems builds strong unity and success

Shared learning through *new communication and social interaction technology* builds powerful caring and cohesion

THE POWER OF QUESTIONS?



DEVELOPING LEADERSHIP AND CREATIVE PROBLEM SOLVING

ACTION LEARNING

- A **process** that involves a small group working on real problems, taking action, and learning while doing so
- A powerful management **tool** that creates dynamic opportunities for individuals, teams, leaders and organizations to successfully learn and innovate
- Solves complex problems; Develops leadership competencies; Builds powerful teams; Generates continuous, valuable learning by individuals; Creates a corporate culture that can handle change and learns; Enhances systems thinking and creativity.

ACTIVITY

Problem Solving using Action Learning

1. TWO GROUND RULES
2. IDENTIFY THE LEADERSHIP SKILLS EACH WISHES TO DEVELOP
3. BEGIN ACTION LEARNING SESSION
4. QUESTIONS AT FIRST INTERVENTION
5. QUESTIONS AT 2nd INTERVENTION - How are we doing?
6. QUESTIONS AT CONCLUSION OF THE SESSION

How Action Learning Differs from Other Problem-solving Groups

1. Learning and team development as important as solving the problem
2. Groups charged with implementing as well as solving real problems
3. Membership not reserved to experts or involved people
4. Questions precede answers; dialogue over discussion and debate
5. Learning coach with power
6. Actions and strategies requiring systems thinking



Benefits of Action Learning



- Develops leaders and teams of leaders
- Solves complex and important problems
- Develops systems thinking and creativity
- Builds teams
- Creates learning cultures and learning organizations

Leadership Development

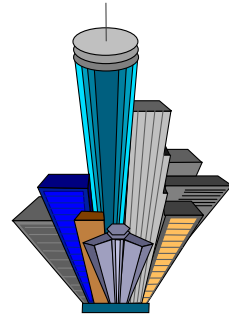
- Every leadership competency can be developed when working with a group over whom one has no control on a problem with no know solution
- Opportunities for self-reflection as well as supportive feedback from peers who are committed to helping us develop
- Everyone is here to learn and become a team of leaders
- Action learning coach is perfect model of 21st century leader
- Action learning diminishes blind spots and expand capabilities



Drucker: The leader of the past may have been a person who knew how to tell, but the leader of the future will be a person who knows how to ask

Kotter: Primary difference between leaders and managers is that leaders can ask the right questions whereas managers answer those questions. Doing the right thing is more important than doing the wrong thing well.

Center for Creative Leadership: The ultimate key to successful leadership is the leader's ability to ask questions and create opportunities for others to ask questions.



Have you ever been asked a great question?
Can you think of a great question that you asked someone?



- Why can't you give me the picture you just took? – Daughter of Edwin Land, inventor of Polaroid Camera
- What might DNA look like in 3D form? – Watson and Crick, Discovery of double helix
- What is the most ethical action we might take? - James Burke, CEO, Johnson & Johnson
- Why did that apple fall on my head? - Isaac Newton, led to Newtonian Physics
- What would happen if I were on the beam of light? – Albert Einstein, led to $E=MC^2$
- How can I get a good hamburger on the road? – Ray Kroc, McDonald's

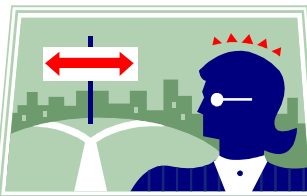


Why are questions so powerful?
What can questions do that statements cannot?

Questions Used for Multiple Purposes

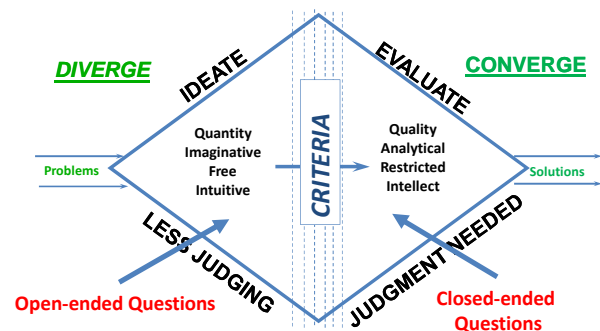
1. To solve problems and make decisions
2. To develop high performing teams
3. To spur innovation and systems thinking
4. To empower employees and customers
5. To develop people around us
6. To build relationships
7. To generate action and learning

Questions Can Solve Problems and Improve Decision Making



- Questions can reframe the problem/task so that correct and most critical task is systemically examined
- Generate open, productive dialogue
- Enable creative, systems-thinking
- Assures working on the right problem and not symptom
- Questions allow for understanding the context as well as the content of the problem is critical in problem-solving
- Generate actionable strategies and commitments

Questions in the Problem Solving Process



Questions Build High Performing Teams

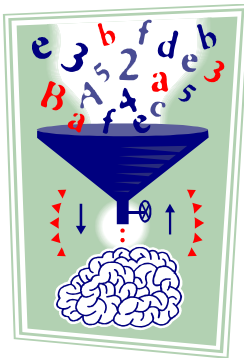
- Questions build trust, collaboration and cohesion among team members
- Questions help in clarifying and reaching consensus on goals and actions
- Questions help members at different levels of authority and expertise to provide valuable contributions
- Only through questioning each other can a group gain a common understanding and agreement of the problem, acquire a sense of each other's potential strategies, and achieve innovative strategies
- Questions, asked at the right time and in the right way provide the "glue" that brings and holds a group together

Questions Energize People and Improve Relationships

- Questions encourage and enable others to share and to "shine"
- We like people who ask us questions and allows us to ask them questions
- Questions open people whereas statements causes resistance and fear
- Questions allow us to show our interest, concern, caring, and support
- Questions tend to unite whereas statements tend to create divisions



Questions Generate Learning



- Questions>Reflection> Learning>Improved Action
- Questions cause the brain synapses to open and they remain open until we get the answer
- Allows us to internalize and tailor the learning so that it is more permanent and relevant
- Questions focuses our attention and causes us to listen and reflect more fully
- Questions generate learning even beyond the intention of the questioner

Questions Develop Leaders

- Become a better listener and communicator
- Build greater self-awareness and humility
- Become better team member and leader
- Create continuous learning and improvement
- Build systems-thinking and creativity
- Demonstrate patience and respect for others
- Improve the creation and sharing of visions
- Change the questioner as much as the person asked
- Every leadership skill can be enhanced through the use of questions

ACTIVITY:**EARN AS MANY POINTS AS POSSIBLE**

Why Don't We Ask Questions?

Three Main Reasons

Why People Do Not Ask Questions

1. Negative psychological experience with asking or answering questions that has generated a fear and discomfort with questions
2. Lack of skills in asking or answering questions
 - Lack of experience or opportunities
 - Lack of training
 - Lack of modeling or mentoring
3. Corporate cultures and working environments which discourage questions, especially those that challenge existing assumptions and policies

Appreciative Inquiry in Asking Questions

- Focus on the positive and not the negative
- Find what has worked well and has gone well
- Instead of focusing on what is not working or what is wrong, explore what can be improved and how it can be improved – “What can we do better – rather than “What did we do wrong or poorly?”



Open-ended Questions

- Used to solicit additional information from people. They are broad and require more than one or two word responses
- Give others the freedom to respond.
- Encourage people to expand others and allow exploration of what's important to them and what is comfortable for the to reveal.
- Facilitate people to do the work of self-reflection and problem solving.
- Invite others to tell their story in their own words.
- Help establish rapport while gathering information with increased understanding

Types of Open-ended Questions

- **Clarifying:** improving the clarity of a message or statement; encouraging more elaboration – “How exactly would you like this done?”
- **Reflective:** challenging basic assumptions – “Why do we always do it this way?” “Has this ever been tried?”
- **Probing:** Getting more details; going deeper – “Can you elaborate on why this is happening?”
- **Creating connections:** asking for systems perspectives – “What will be the consequences of this action?”
- **Exploratory:** opening up new avenues and insights that lead to new explorations – “Have you considered such a source?”
- **Analytical:** examining cause and effect, not just symptoms – “Why has this happened?”
- **Affective:** encouraging sharing of feelings – “How do you feel/how excited are you about this strategy?”

Judging vs. Learning Mindset in Questioning

Our mindset frames how we see the world. Mindsets define the parameters of our actions and interaction with others. They are a determinant in the types of questions we ask ourselves and others.

In the Learner mindset, the questioner:

- seeks to help the other person to learn and develop
- seeks to understand the past as a way of guiding actions in the future
- exudes optimism, possibilities and hope
- asks respectful, genuine questions
- relates to others in win-win manner

In the Judger mindset, the questioner:

- tends to be reactive
- focus on the past to blame
- exudes pessimism
- tends to believe they know the answers
- ask questions that put others on the defensive
- relates to others in win-lose manner




How to Develop Questioning Competency

- Start by becoming more aware of the questions you ask now and of the questions other people ask of you
- Ask yourself more questions silently.
- Before asking someone else a question, ask yourself – what do I want this question to accomplish?
- Encourage others to ask you questions
- Continuous practicing and application of questioning improves the skill of asking better and better questions
- The quality of the questions can be developed if we regularly ask ourselves
 - What is the quality of our questions?
 - What is preventing us from asking better questions?
 - How could we ask better questions?

Training for Questioning Skills


- Although questioning is perhaps the most important skill for leaders and leadership, few of us ever received such training in school or in the workplace
- Most powerful and effective way to develop questioning skills is via action learning
- Action learning uses questions extensively to solve problems, build leadership skills, and create powerful teams





• Great leaders ask great questions
• Great questions create great leaders
• A statement may be a lost opportunity to lead

Questions/Learnings/Ideas



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